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# A CALL TO ACTION:

## BOSTON'S BUDGET

Raymond L. Flynn  
Mayor of Boston



April 1991

COUNCILOR BRIAN McLAUGHLIN  
BOSTON CITY COUNCIL  
BOSTON CITY HALL  
ONE CITY HALL PLAZA  
COUNCIL CHAMBERS, 5th FLOOR  
BOSTON, MA 02201

April 1991

Dear Friend:

Shortsighted state and federal budget cuts are threatening to undo the progress we have made in restoring quality services for the people who live and work in Boston. It is time to fight back. And to fight back effectively, we must fight back together. Boston and other cities and towns did not create the budget deficit crisis at the state and federal level. In fact, we have spent within our means year after year at the city level. We cannot accept the attempt by the state and federal governments to solve their fiscal problems at our expense.

Together, for the last seven years, we have worked hard to improve the delivery of basic city services. We have been able to restore our parks and playgrounds, provide care for the homeless, increase the number of police officers, reduce the number of multiple alarm fires to the lowest level in decades, clean and repair our streets, and provide health care to our neediest citizens.

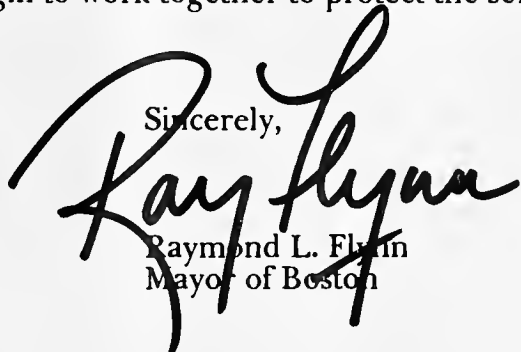
I have promised that public safety, education, youth and vital health care services will remain a priority. These areas make up the bulk of the City's budget. The massive cuts in local aid will therefore have to be shouldered by a very small portion of the City's budget. Valuable City departments such as Libraries, Parks and Recreation, Public Works, and Inspectional Services will be substantially impacted by these cuts.

You as citizens deserve to be informed. You have a right to understand how the local aid cuts will hurt you, your family, and your neighbors. The following pages will familiarize you with the structure of Boston's budget, the fiscal management policies which have enabled Boston to maintain a balanced budget for the last six years, and how state cuts in local aid are threatening to undo the progress we have made.

After carefully reviewing the following information, I ask you to join me in the effort to persuade the state legislature and the Governor that this situation is intolerable. This means calling and visiting your state representatives and senators to protest local aid cuts and to insist on greater financial independence for cities and towns.

In closing, it is important to realize that we are all in this together. It is only by recognizing the danger we face that we can begin to work together to protect the services that are so important to the City of Boston.

Sincerely,

A large, stylized handwritten signature in black ink, which appears to read "Ray Flynn". The signature is written over the printed name and title.

Raymond L. Flynn  
Mayor of Boston

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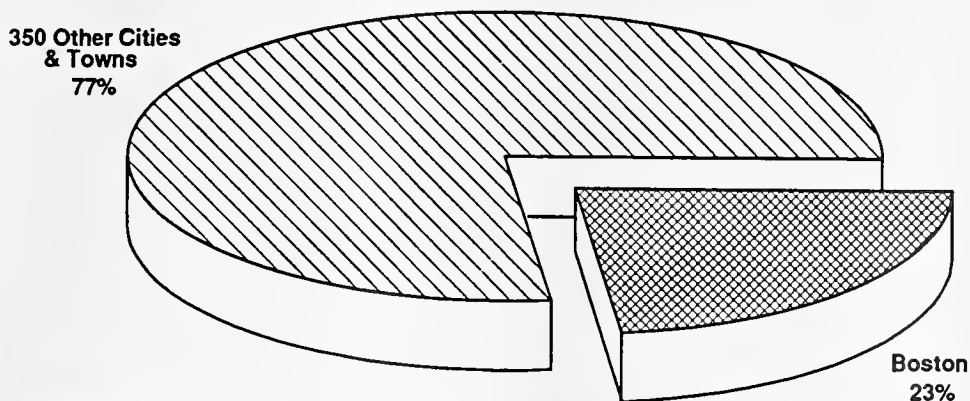


## BOSTON'S ROLE IN THE MASSACHUSETTS ECONOMY

The City of Boston is the engine which drives economic growth in Massachusetts and the heart of the New England economy. The City is home to the financial, tourist, cultural, educational, and health industries that make the Massachusetts economy work. Playing host places a heavy burden on City services. Boston is called upon to provide necessary support services -- such as police, fire, and public works -- for the entire City from its own operating budget.

- Boston attracts nearly 9 million tourists every year who spend \$3.5 billion and generate almost \$200 million in tax revenues to the State.
- Boston hosts 3 professional sports teams, 12 theaters, and 15 museums. An estimated 14 million people attend cultural and sports events annually.

### BOSTON'S CONTRIBUTION TO THE STATE ECONOMY % of Goods & Services Generated

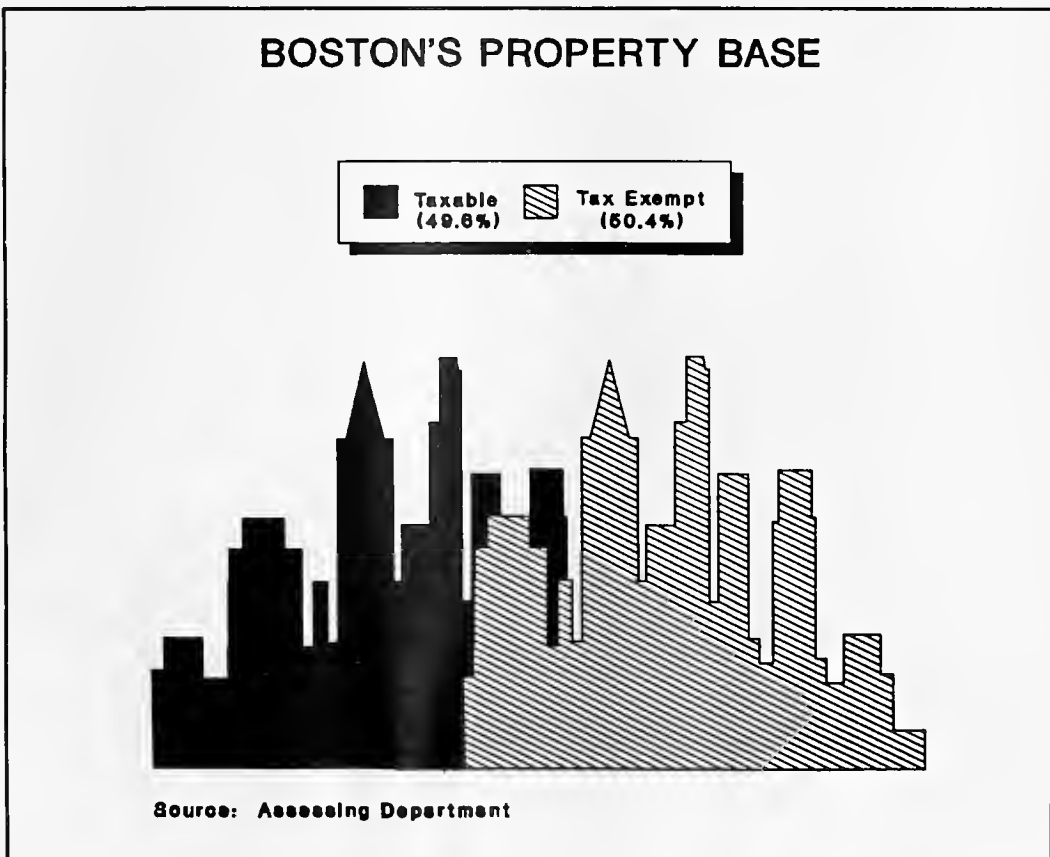
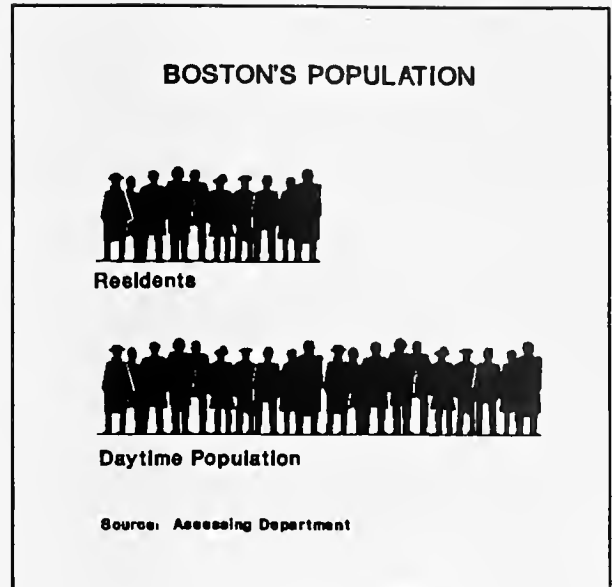


Source: Boston Redevelopment Authority

- Boston hosts 33 colleges, and nine of America's top teaching hospitals. These academic institutions educate 33% of the state's college and university students. These institutions support valuable research and new technology leading to the development of new local industries. Such development is critical to Massachusetts' economic recovery.
- Nineteen cents of every tax dollar collected by the Commonwealth is generated by the City of Boston.
- While less than 10% of the state's population lives in Boston, nearly 20% of all jobs are located in the city.



- The City of Boston's population more than doubles everyday with one of five Massachusetts residents depending on Boston's economy for a job.
- More than 50% of the City's land is tax-exempt, with 26% of the land being state-owned. This means that tax-exempt institutions such as hospitals, universities, and the State government itself use City services essentially for free. These institutions make an invaluable contribution to the economic health of the entire metropolitan area, yet the City services they use are funded by Boston's budget.





## BROKEN PROMISES

Since the passage of Proposition 2 1/2, there has been a compact between the Commonwealth and cities and towns which recognized that municipalities need an alternative to the property tax in order to provide basic public services.

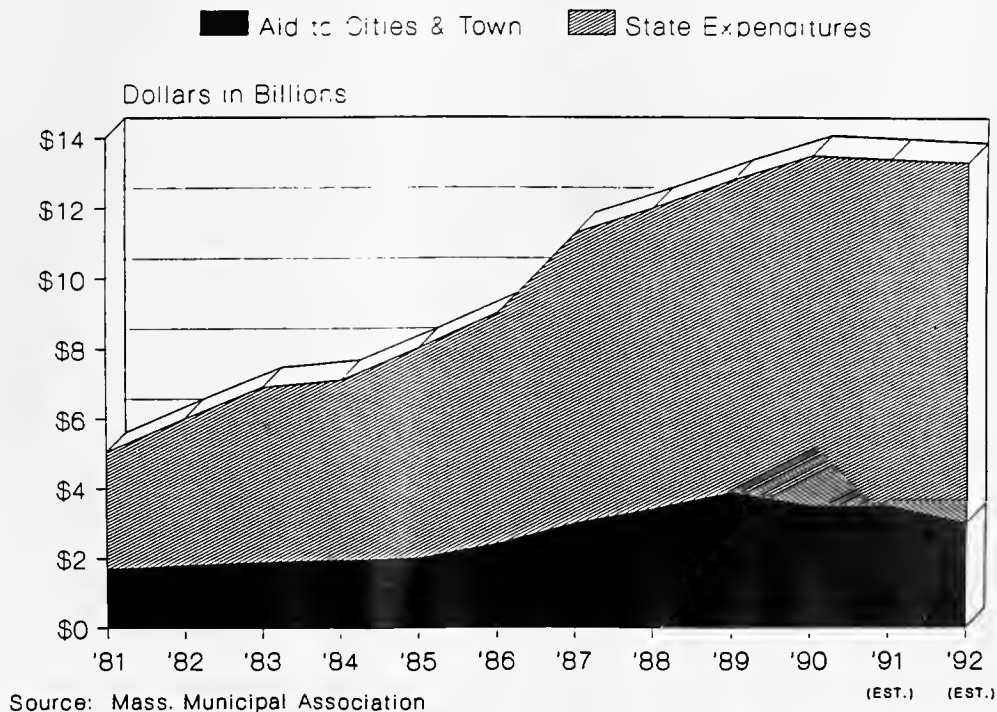
Throughout the 1980's, local aid kept pace with increases in the cost of vital municipal services and thus became an integral part of each community's revenue base.

For the last two years, repeated local aid cuts have violated that agreement. The revenue stream has been steadily disappearing. And now, Governor Weld is abandoning his campaign pledge not to cut local aid and to actively work to increase local aid to cities and towns.

Drastic cuts in local aid recently announced by the Governor will cripple the ability of cities and towns to deliver critical services upon which the citizens of Massachusetts rely. Given the increase in total State spending, excluding local aid, it is unfair to ask cities and towns to take a disproportionate cut.

- The Weld administration plans to cut local aid by \$110 million. This cut comes on top of \$330 million in local aid cuts already made over the past two years.
- With the exception of higher education, local aid has been the hardest hit expenditure category in the entire state budget.

### STATE EXPENDITURES AND LOCAL AID





## RECENT LOCAL AID CUTS TO BOSTON

1990	First Local Aid Cut	\$20 Million
1991	Second Local Aid Cut	\$19 Million <sup>1</sup>
1992	Proposed Local Aid Cut	\$28 Million
TOTAL STATE CUTS IN LOCAL AID		<hr/> <hr/> \$67 MILLION

<sup>1</sup>This amount was reduced by the Governor but returned on a one-time-only basis following a Supreme Judicial Court ruling.

Source: City of Boston Office of Budget and Program Evaluation

- The local aid proposals by the Weld Administration disproportionately impact the City of Boston. Boston is being asked to shoulder 25% of the total aid reduction in the state, while the City only represents 10% of the State's overall population.
- At the same time, the Weld Administration turned its back to nearly \$200 million that would have been generated by the professional service tax. This tax would have been paid by lawyers, architects, accountants, as well as other professionals, who benefited the greatest from the economic boom of the 1980's. Instead, poor and working class families will pay when vital public services they rely on are eliminated.
- Since 1984, state spending has grown at twice the rate of city spending. If the State

had controlled spending as we did and increased by the same percentage rate as the City of Boston, today the State would have a billion dollar surplus rather than a billion dollar deficit.

Two other factors have also been putting a strain on Boston's finances -- the recession and federal aid reductions.

- The recession which is hitting the pocket-books of families in our region is having a similar effect on City revenues. The slow down in new construction and weak real estate markets has had a direct impact on City revenues.
- In Boston, we have also witnessed an overall federal aid reduction from about \$150 million in 1981 to about \$64 million today. In 1981,



the City received nearly \$22 million in federal revenue sharing to support general operating costs. Revenue sharing disappeared in 1988.

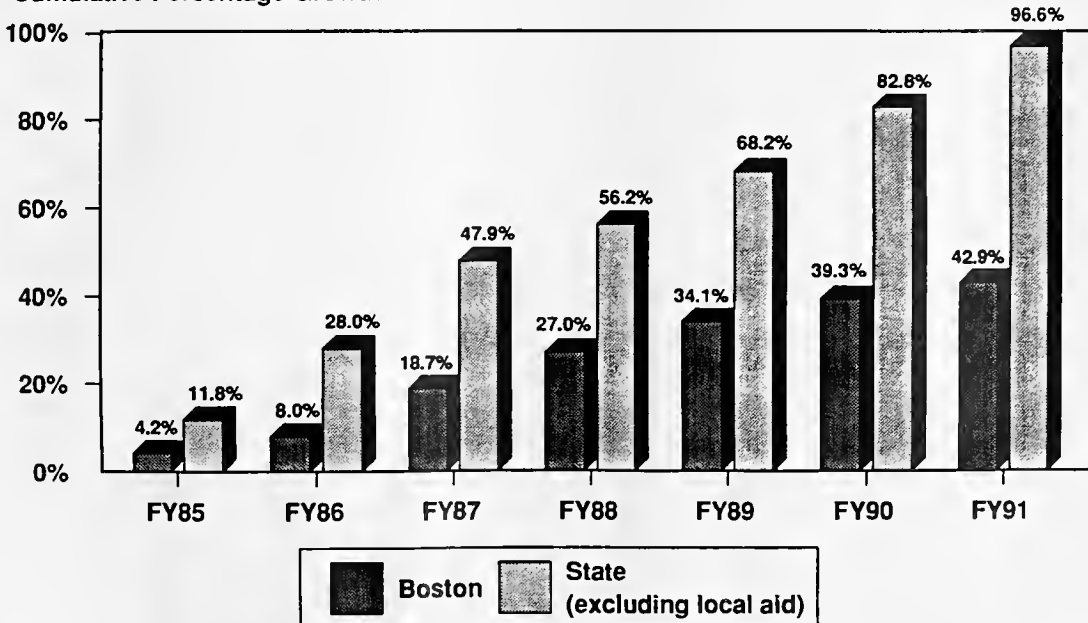
- In the same period, Washington slashed housing assistance by over 70% – from over \$33 billion to less than \$10 billion nationwide. The result – growing homelessness among the poor and a decline in home ownership among the middle class, particularly among young families. In the past eight years, the number of shelter beds in Boston has grown from 972 to 3,422, a 252% increase.

As a result of the State's broken promises and because of our commitment to balancing our budget, the City will be forced to make severe spending cuts which will affect the delivery of basic city services, that will, in turn, affect the lives of Boston families.

- Departments that deliver basic services -- schools, public safety, critical health care, and youth service programs -- will face budget cutbacks ranging from 1.7% (Police) - 46% (Licensing Board).
- The City's workforce will be reduced by up to 1,500 positions by the end of FY92.

## Annual Growth In City and State Expenditures FY85-FY91

Cumulative Percentage Growth



Source: City of Boston Office of Budget and Program Evaluation



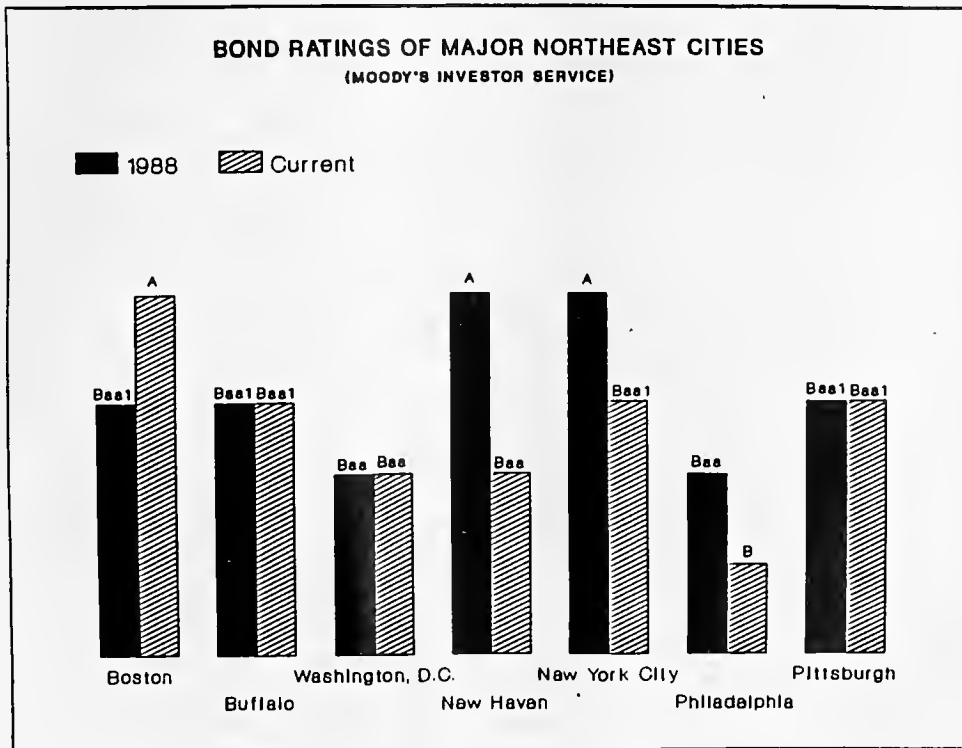
## MAKING TOUGH CHOICES AND SETTING PRIORITIES

For the last seven years, Boston has managed to keep its fiscal house in order and its books balanced because we were capable of making some tough decisions. As a result, Boston has balanced six consecutive budgets in a row.

- There were fewer overall city employees, with the exception of the School Department, on January 1 of this year than there were January 1, 1984. By comparison, the State payroll swelled by 13,000 in the same period.
- In the past two consecutive years, 43 City departments have reduced spending by an average of 4-6% in order to keep the City's budgets balanced.
- Despite fewer employees and reduced spending, the City was able to enhance the performance of departments and increase its delivery of vital neighborhood services.

The City has remained committed to a balanced budget because we know that fiscal responsibility and a good credit rating are essential to the continued economic health of Boston. Boston has been rewarded by Wall Street rating agencies for tightly managing our budget and spending within our means.

- Boston is the only major northeastern city with a bond rating increase since the recession started in 1988. By comparison, the State's bond ratings have fallen to nearly "junk" bond level.
- Both Moody's and Standard & Poors have given Boston's bonds an "A" rating. This excellent rating translates into favorable interest rates, saving millions of tax-payer dollars. These factors support capital investments which mean the renovation of Boston's schools, parks, police and fire stations, and health care facilities.





## BOSTON'S BUDGET

### WHERE DOES THE MONEY COME FROM?

The City of Boston has four major sources of revenue: property tax levy, local aid (Cherry Sheet) distributions, Health and Hospitals revenue from charges for patient care, and departmental income. In the coming fiscal year, each of the four major sources of revenues will be affected by either proposed cuts at the state level or the recession.

- In FY92, the downturn in the economy means the smallest increase in revenue from property tax levies related to new construction in the last eight years.
- The biggest single item in the Cherry Sheet distribution is local aid. Our current estimates predict that Boston will face a \$28 million reduction.
- Health and Hospitals revenue from charges for patient care is likely to be affected by proposed changes in Medicaid reimbursements.
- Departmental revenues, which include licenses, building permits, PILOT payments and parking fines, are expected to drop by an estimated \$20 million in FY92.

### HOW IS THE MONEY SPENT?

#### FIXED COSTS

The City has basic financial and legal obligations that we cannot control. These fixed costs, which represent 20% of the total budget, include:

**pensions** -- the City's contribution to the employees' retirement plan;

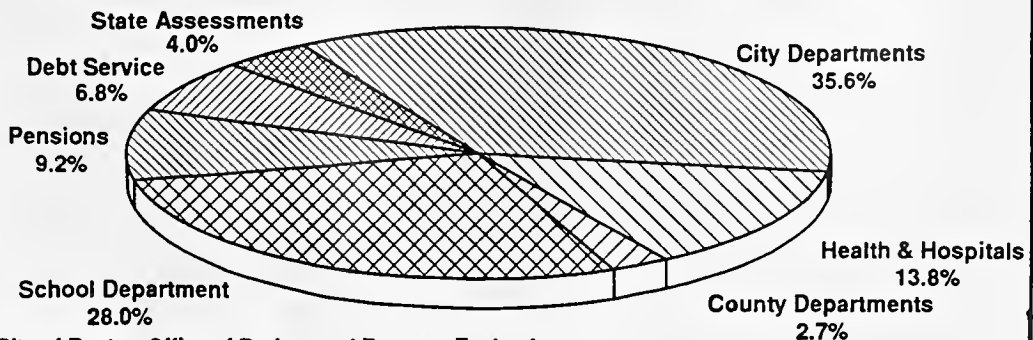
**debt service** -- outstanding bonds to finance the City's Capital Improvement Plan for municipal and school facilities;

**state assessments** -- these support MBTA operations.

#### DEPARTMENTAL EXPENDITURES

These funds, appropriated yearly by the Boston City Council, reflect the ongoing operating costs of City government. Five departments (Schools, Health and Hospitals, Police, Fire, and Public Works) represent 77% of all departmental expenditures.

### CITY OF BOSTON PLANNED EXPENDITURES FY92



Source: City of Boston Office of Budget and Program Evaluation



## THE BUDGET SHORTFALL

As we prepare the City's operating budget for the new fiscal year (FY92), which begins this July, the City is confronting an anticipated revenue loss of \$33.7 million; an increase in fixed expenses of \$14.7 million; and needed increases in departmental expenditures of \$10.6 million. These three factors taken together would leave the City with a budget shortfall of \$59 million.

### REVENUE LOSS

While the City is anticipating moderate increases in property taxes, 121A distributions, and teacher pension reimbursements, these will be offset by major decreases in local aid, departmental revenues, hospital revenues, and fund balances. These pre-

dicted increases and decreases combined indicate a net revenue loss of \$33.7 million.

### FIXED EXPENSE INCREASE

Fixed expenses which include pension costs, debt service, and MBTA costs will increase at a moderate rate. In FY92, this increase is expected to cost the City an additional \$14.7 million over FY91.

### DEPARTMENTAL INCREASE

A few appropriations, including health insurance, worker's compensation, and execution of courts, will increase. The total net increase in departmental expenditures amounts to \$10.6 million more in FY92 than in FY91.

## THE FY92 BUDGET SHORTFALL FOR BOSTON

Revenue Loss	\$33.7 Million
Fixed Expense Increase	\$14.7 Million
Departmental Increase	<u>\$10.6 Million</u>
<b>TOTAL PROBLEM</b>	<b>\$59 MILLION</b>

Source: City of Boston Office of Budget and Program Evaluation



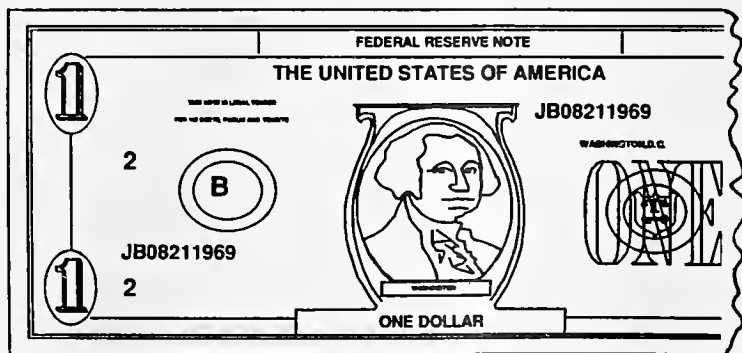
## HOW WILL REVENUE LOSS IMPACT THE CITY BUDGET?

This budget gap means the harshest times for the people of Boston since the days of Proposition 2 1/2. To maintain the City's basic commitment to public safety, health care, education, and youth services -- functions that consume the major portion of the budget -- other functions of the City such as street cleaning, libraries, and parks are going to have to be substantially cut back.

- **Basic City services** will be cut by 5% on the average.
- **Public Works, Libraries, Parks, the Elderly Commission, and Inspectional Services** will be cut by 9-20%.
- **Three quarters of the City's administrative departments** will be cut by 10-44% with total administrative expenses for the City reduced by 22%.

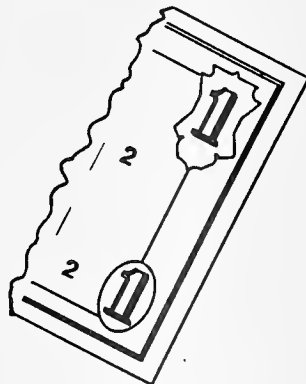
**With 77% of every City budget dollar going to five critical departments, a disproportionate share of cuts must come mainly from 23% of the remaining budget.**

**\$.77**



**Public Education  
Police and Fire  
Public Works  
Health and Hospitals**

**\$.23**



Community Schools  
Libraries  
Parks and Recreation  
Elderly Affairs  
Arts and Humanities  
Business and Cultural Development  
City Clerk Dept.  
City Council  
Consumer Affairs and Licensing  
Election Department  
Emergency Shelter Commission  
Environment Dept.  
Fair Housing Commission

Finance Commission  
Human Rights Commission  
Inspectional Services Dept.  
Neighborhood Services  
Commission for Persons with Disabilities  
Public Facilities Dept.  
Real Property Dept.  
Registry Division  
Rent Equity Board  
Retirement Board  
Transportation Dept.  
Veteran Services Dept.  
Women's Commission

and 22 other City Departments

Source: Office of Budget and Program Evaluation



## **A CALL TO ACTION**

While the City has been tightening its belt, the State and Federal Governments have been running deficits. Despite our responsible management, we are being asked to shoulder the results of their unchecked spending.

Cities and towns in the long run will need greater independence to raise their own revenues. This way, they will be able to manage effectively, attain fiscal stability, and avoid the terrible human costs that result from the all-too-familiar annual fiscal crisis.

One of these crisis is immediately before us - the cuts in local aid. Governor Weld must acknowledge the will of the people who voted "yes" on Question 5. The approval of Question 5 was the citizens' direct call that basic services provided by cities and towns are essential and should not be abandoned.

### **WHAT CAN YOU DO?**

First, be informed.

- **Learn all you can about how the local aid cuts will hurt you, your family, and your neighbors.**

Second, call Governor Weld.

- **Let him know that you expect him to keep his campaign promise and to respect the will of the people expressed in their vote on Question 5 -- to make no cuts in local aid.**

Third, call your State Representatives and Senators.

- **Express your feelings about local aid. Thank those who have opposed local aid cuts. Urge those who have supported local aid cuts to reconsider. Insist on greater independence for cities and towns to raise their own revenues.**

### **WHAT WILL WE DO?**

Restoring Governor Weld's local aid cuts means restoring City services. The Mayor commits to increase the City budget for :

- **Public Safety**
- **Education**
- **Youth**
- **Health Care**
- **Parks**
- **Libraries**
- **Public Works**

and other critical City services if local aid is level funded.

4/16/91



## GOVERNOR AND STATE LEGISLATURE

**His Excellency William Weld**  
**Governor of the Commonwealth**  
**State House**  
**Boston, MA 02133**  
**(617) 727-3600**

**Mailing Address For All Legislators:**  
**STATE HOUSE**  
**BOSTON, MA 02133**

**Telephone Area Code and Exchange:**  
**617 - 722 - (and ext.)**

### MEMBERS OF THE SENATE 1991

SENATOR	ROOM	TELEPHONE
Bulger, William M. (President) .....	330	1500
Amorello, Matthew J. ....	520	1485
Barrett, Michael J. ....	405	1280
Berry, Frederick E. ....	511	1410
Bertonazzi, Louis P. ....	320	1420
Birmingham, Thomas F. ....	213C	1650
Boverini, Walter J. ....	333	1350
Buell, Robert C. ....	321	1600
Burke, Edward L. ....	413C	1640
Chase, Arthur E. ....	518	1544
Creedon, Michael C. ....	413E	1200
Dunn, Martin J. ....	416C	1415
Durand, Robert A. ....	413B	1120
Harold, Paul D. ....	413D	1494
Havern, Robert A. ....	506	1432
Hedlund, Robert L. ....	416B	1646
Hicks, Lucile P. ....	413G	1572
Jajuga, James P. ....	216	1605
Keating, William R. ....	424	1222
Kirby, Edward P. ....	413H	1330
Lanc, Christopher M. ....	507	1348
Lees, Brian P. ....	313	1291
Locke, David H. ....	306	1555
LoPresti, Michael, Jr. ....	413A	1634
MacLean, William Q., Jr. ....	513	1440
McGovern, Patricia ....	212	1481
Melconian, Linda J. ....	213B	1660
Norton, Thomas C. ....	312	1114
Olver, John W. ....	511	1532
Owens, Bill ....	218	1673
Padula, Mary L. ....	315	1230
Pines, Louis G. ....	421	1639
Rauschenbach, Henri S. ....	413F	1570
Shanoon, Charles E. ....	504	1578
Sullivan, Nancy A. ....	517	1630
Swift, Jane M. ....	407	1625
Tisei, Richard R. ....	416A	1206
Wall, Erving H., Jr. ....	314	1551
Wetmore, Robert D. ....	409	1540
White, W. Paul ....	309	1643



# MEMBERS OF THE HOUSE OF REPRESENTATIVES 1991

All telephone numbers begin: 722-

CITY OR TOWN	NAME	Room	Tel.	CITY OR TOWN	NAME	Room	Tel.
<b>A</b>				<b>E</b>			
<i>Saugus</i> .....	Angelo, Steven.....	4731	2210	<i>Wayland</i> .....	Evans, Nancy H. ....	443	2460
<i>Leominster</i> .....	Antonioni, Robert A. ....	166	2900				
<b>B</b>				<b>F</b>			
<i>Worcester</i> .....	Binienda, John J. ....	540	2090	<i>Boston</i> .....	Finneran, Thomas M. ....	243	2990
<i>Lawrence</i> .....	Blanchette, Kevin P. ....	39	2240	<i>Boston</i> .....	Fitzgerald, Kevin W. ....	370	2300
<i>Shrewsbury</i> .....	Blute, Peter L. ....	548	2802	<i>Cambridge</i> .....	Flaherty, Charles.....	356	2500
<i>North Adams</i> .....	Bosley, Daniel E. ....	39	2240	<i>Plymouth</i> .....	Forman, Peter.....	124	2100
<i>Rochester</i> .....	Bradford, John C. ....	549	2489	<i>Boston</i> .....	Fox, Gloria J. ....	167	2692
<i>Burlington</i> .....	Brenton, Marianne.....	443	2460				
<i>Boston</i> .....	Brett, James T. ....	166	2900	<b>G</b>			
<i>Barre</i> .....	Brewer, Stephen M. ....	43	2030	<i>Canton</i> .....	Galvin, William C. ....	540	2090
<i>Greenfield</i> .....	Huell, Carmen D. ....	130	2130	<i>Boston</i> .....	Gannon, Paul J. ....	26	2080
<i>Braintree</i> .....	Bump, Suzanne M. ....	43	2030	<i>Holliston</i> .....	Gardner, Barbara.....	473G	2070
<i>Brookline</i> .....	Businger, John A. ....	467	2915	<i>Waltham</i> .....	Gately, David F. ....	156	2235
<b>C</b>				<i>Dartmouth</i> .....	George, John, Jr. ....	472	2120
<i>New Bedford</i> .....	Cabral, Antonio F. D. ....	540	2090	<i>Belmont</i> .....	Gibson, Mary Jane.....	167F	2692
<i>Bourne</i> .....	Cahir, Thomas S. ....	443	2460	<i>Medford</i> .....	Giglio, Anthony P. ....	33	2060
<i>Billerica</i> .....	Cangiamila, Brian M. ....	35	2320	<i>Methuen</i> .....	Giordano, Larry F. ....	166	2900
<i>Springfield</i> .....	Caron, Paul F. ....	473B	2230	<i>Worcester</i> .....	Giodis, William J., Jr. ....	236	2430
<i>Winchester</i> .....	Casey, Paul C. ....	443	2460	<i>Fitchburg</i> .....	Goguen, Emile J. ....	134	2400
<i>Wakefield</i> .....	Cass, William F. ....	130	2130	<i>Framingham</i> .....	Gray, Barbara E. ....	238	2380
<i>Springfield</i> .....	Catjakis, Athan.....	130	2130				
<i>Quincy</i> .....	Curasoli, Robert A. ....	170	2904	<b>H</b>			
<i>Somerville</i> .....	Clampa, Vincent P. ....	473B	2230	<i>Weymouth</i> .....	Haley, Paul R. ....	540	2090
<i>Lynn</i> .....	Clancy, Edward J., Jr. ....	138	2396	<i>Westford</i> .....	Hall, Geoffrey D. ....	473G	2070
<i>Hamilton</i> .....	Clark, Forrester A., Jr. ....	167	2692	<i>Needham</i> .....	Harkins, Lida E. ....	473B	2230
<i>Chelmsford</i> .....	Cleven, Carol C. ....	36	2552	<i>Gardner</i> .....	Hawke, Robert D. ....	146	2575
<i>Newton</i> .....	Cohen, David B. ....	42	2370	<i>Lynn</i> .....	Hayward, Jeffery J. ....	236	2430
<i>Worcester</i> .....	Collaro, Andrew.....	167F	2692	<i>Charlmont</i> .....	Healy, Jonathan J. ....	33	2060
<i>Everett</i> .....	Connolly, Edward G. ....	20	2410	<i>Beverly</i> .....	Henry, James R. ....	42	2370
<i>Clinton</i> .....	Constantino, William, Jr. ..	541B	2976	<i>North Andover</i> .....	Hermann, Joseph N. ....	236	2430
<i>Andover</i> .....	Conn, Gary M. ....	146	2575	<i>Fall River</i> .....	Herren, Albert.....	540	2090
<i>Fall River</i> .....	Correia, Robert.....	121	2810	<i>Amesbury</i> .....	Hildt, Barbara.....	22	2140
<i>Lowell</i> .....	Cox, John F. ....	20	2410	<i>Lee</i> .....	Hodgkins, Christopher J. ..	134	2400
<i>West Bridgewater</i> .....	Cruz, John P. ....	38	2470	<i>Longmeadow</i> .....	Holland, Iris K. ....	275	2676
<b>D</b>				<i>Boston</i> .....	Honan, Kevin G. ....	130	2130
<i>Wareham</i> .....	Deans, Charles N. ....	489	2017	<i>Groton</i> .....	Hornblower, Augusta.....	541B	2487
<i>West Springfield</i> .....	DeFilippi, Walter A. ....	124	2100	<i>Springfield</i> .....	Howarth, Robert L. ....	254	2220
<i>Winthrop</i> .....	DeLeo, Robert A. ....	146	2575	<i>Marshfield</i> .....	Hynes, Frank M. ....	467	2210
<i>Haverhill</i> .....	Dempsey, Brian S. ....	146	2852				
<i>Boston</i> .....	DiMasi, Salvatore J. ....	138	2396	<b>J</b>			
<i>Woburn</i> .....	Donovan, Carol A. ....	473G	2070	<i>Somerville</i> .....	Jehlen, Patricia D. ....	134	2400
<i>Lexington</i> .....	Doran, Stephen W. ....	162	2040	<i>Springfield</i> .....	Jordan, Raymond A., Jr. ...	38	2470
<i>Boston</i> .....	Draisen, Marc D. ....	156	2225				
<i>Northbridge</i> .....	Driscoll, John R. ....	146	2078				



CITY OR TOWN	NAME	Room	Tel.	CITY OR TOWN	NAME	Room	Tel.
<b>K</b>				<b>P</b>			
Sharon	Kafku, Louis I.	443	2460	Taunton	Pacheco, Marc R.	472	2120
Attleboro	Kirol, Stephen J.	445	2460	Newbury	Palumbo, Thomas G.	473F	2210
Dedham	Kehoe, Marie-Louise	167C	2692	Milford	Parente, Marie J.	167B	2692
Dulton	Kelly, Shaun P.	473B	2230	Charlton	Peters, David M.	443	2460
Brockton	Kennedy, Thomas P.	146	2575	Marblehead	Petersen, Douglas W.	473F	2210
Danvers	Kerans, Sally P.	39	2240	Ludlow	Petrolati, Thomas M.	26	2080
Barnstable	Klimm, John C.	146	2575	North Attleborough	Poirier, Kevin	541B	2491
Westfield	Knapik, Michael R.	443	2460	<b>R</b>			
New Bedford	Koczera, Robert M.	236	2430	Bellingham	Ranieri, Daniel J.	134	2400
Millbury	Kollios, Paul	22	2291	Revere	Reinstein, William G.	237	2337
Kingston	Kruus, Robert	472	2120	Acton	Resor, Pamela P.	33	2060
Reading	Krekorian, Robert C.	540	2090	Holyoke	Rohan, Robert J.	238	2380
<b>L</b>				Boston	Roosevelt, Mark	473G	2070
Fall River	Lambert, Edward M., Jr.	22	2140	Amherst	Rosenberg, Stanley C.	473F	2210
Palmer	Landers, Patrick F., III	146	2575	Lowell	Rourke, Susan F.	167G	2692
Pittsfield	Larkin, Peter J.	43	2030	Salem	Ruane, J. Michael	277	2010
Orleans	Lawless, Robert C.	138	2396	Boston	Rushing, Byron	33	2060
Lowell	LeLacheur, Edward A.	146	2582	<b>S</b>			
Chicopee	Lemanski, Kenneth M.	238	2380	Boston	Seaccia, Angelo M.	236	2430
Bridgewater	Lewis, Jacqueline	237	2305	Newton	Schur, Susan D.	275	2676
Worcester	Lionett, David J.	238	2426	Springfield	Scibelli, Anthony M.	238	2380
<b>M</b>				Boston	Serra, Emanuel G.	34	2320
Framingham	Mugnani, David P.	163	2040	Natick	Stoddart, Douglas W.	39	2240
Waltham	Mundile, Anthony M.	473B	2230	Norwood	Sullivan, Gregory W.	42	2370
Hanson	Mann, Charles W.	489B	2017	Abington	Sullivan, Michael J.	43	2030
Milton	Manning, M. Joseph	167E	2692	<b>T</b>			
Brockton	Mara, Francis G.	254	2220	Gloucester	Tarr, Bruce F.	26	2080
Wellesley	Marsh, Robert H.	124	2100	Yarmouth	Teague, Edward B., III	237	2306
Arlington	Marzilli, J. James, Jr.	236	2430	Cambridge	Thompson, Alvin F.	167	2692
Boston	McDonough, John E.	167	2692	Quincy	Tobin, A. Stephen	138	2396
New Bedford	McIntyre, Joseph B.	26	2080	Watertown	Tolman, Warren E.	146	2575
Holden	McKenna, Mary Jane	124	2100	Boston	Tracy, Susan M.	33	2060
Malden	McNeil, John C.	156	2256	Rehoboth	Travis, Philip	33	2060
Somerset	Menard, Joan M.	481	2255	Falmouth	Turkington, Eric	138	2396
Boston	Merced, Nelson	36	2552	<b>V</b>			
Wilmington	Miceli, James R.	237	2745	Marlborough	Valianti, Daniel J.	540	2090
Uxbridge	Moore, Richard T.	171	2783	Cambridge	Vellucci, Peter A.	167D	2692
Quincy	Morrissey, Michael W.	478	2263	Mansfield	Vernon, William H.	549B	2488
Cohasset	Murray, Mary Jeanette	134	2400	Chelsea	Voke, Richard A.	343	2600
<b>N</b>				<b>W</b>			
Northampton	Nagle, William P., Jr.	146	2575	Stow	Walrath, Patricia A.	237	2307
<b>O</b>				Boston	Walsh, Marian	138	2396
Hanover	O'Brien, Janet W.	134	2400	Agawam	Walsh, Michael P.	472	2120
Easthampton	O'Brien, Shannon P.	254	2220	Peabody	Walsh, Thomas P.	254	2220
Melrose	O'Leary, Timothy F.	251	2700	Walpole	Woodward, Francis H.	478	2227
Worcester	O'Sullivan, Kevin	155	2883				
Boston	Owens-Hicks, Shirley	279	2940				









**Report Binder**  
**Stock No./Color**

80571	Black
80572	Lt. Blue
80573	Dk. Blue
80578	Rust
80579	Exec. Red

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